

Antecedents and outcomes of job crafting

Individual and contextual predictors of job crafting for improved performance

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1. What is job crafting?

Job Crafting Theory¹ suggests that an individual's relationship with his/her job is dynamic and that employees actively and privately change their jobs to create an improved person-job fit. The private nature of job crafting differentiates it from other forms of job change.

These private changes can only be made when an individual has the space, or 'wriggle room' to make changes in their job.

2. Why is it important?

People who craft in their jobs are happier, perform better, are more creative and are more committed to their work because they feel that what they do fits with what they believe their job is about.

This is because people who craft are being proactive to change their job to improve work meaningfulness.

Job Crafting improves employees wellbeing and performance.

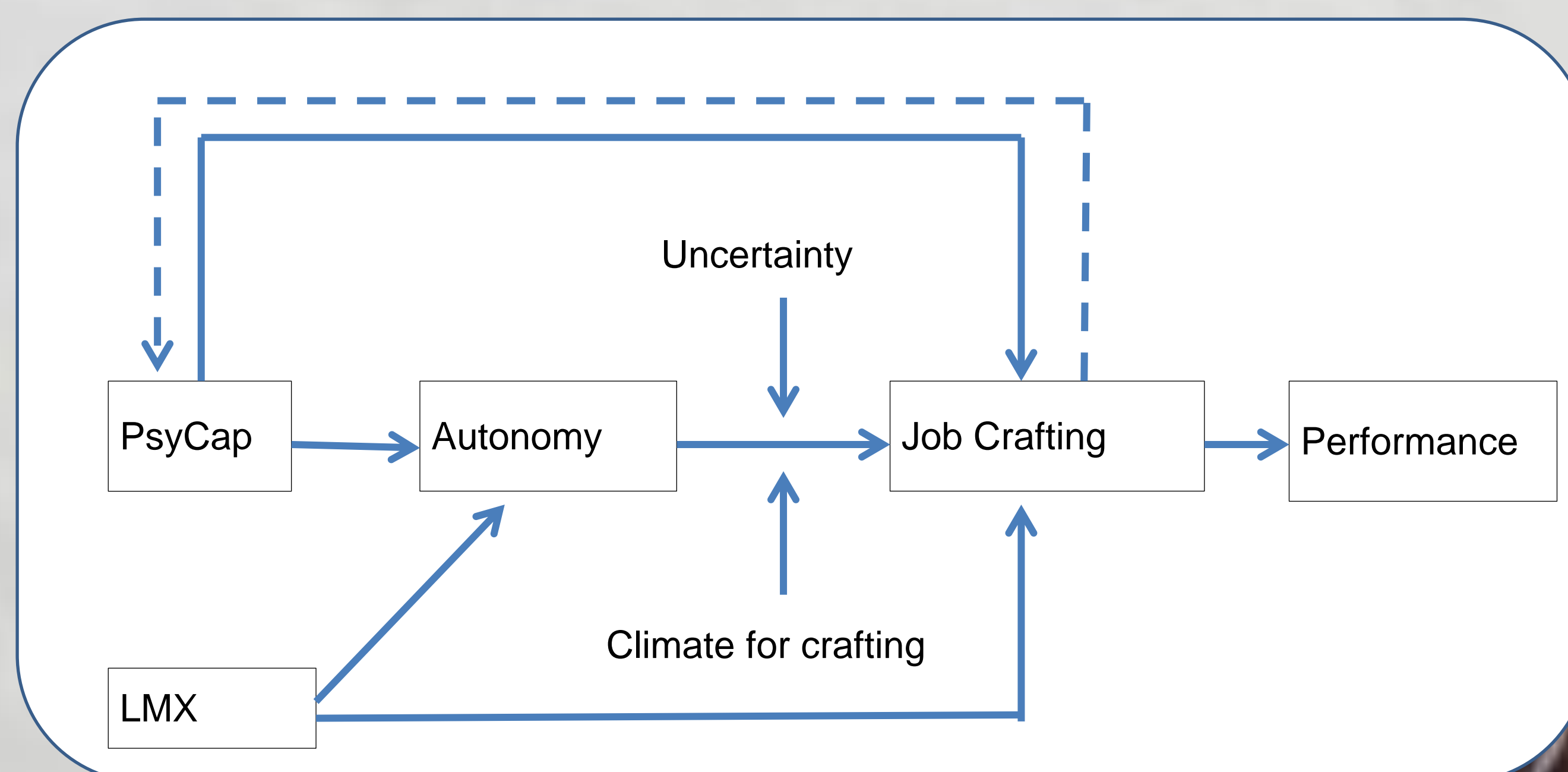
3. What do we know, what don't we know?

We know that there are three job design antecedents of crafting:

- Autonomy
- Task independence
- Level of supervision

We don't know the impact of:

- Personal characteristics
- Work context
- Leader-Member relationships



4. This research will add to job crafting theory by....

- Demonstrating the impact of Psychological Capital² on job crafting, and job crafting on Psychological Capital
H₁: Individuals with high levels of psychological capital will craft more than individuals with low levels of psychological capital.
- Determining the influence of uncertainty³ on job crafting
H₂: The relationship between crafting and autonomy will be stronger when uncertainty is high, as individuals act to craft to deal with the uncertainty.
- Developing and testing a new measure of 'climate for crafting'
H₃: The relationship between crafting and autonomy will be stronger when the 'climate for crafting' is high, as individuals feel able to craft without fear of reprisal.
- Finding out the influence of relationships with leaders on crafting activities
H₄: Individuals who enjoy a high quality relationship with their leaders will craft more than individuals who have a poor quality relationship.

5. Research methods

To answer the research questions, the research design will involve:

- Quantitative research methods using an on-line survey, with subjective and objective measures
- Samples of university staff across all job roles to allow for variation in autonomy
- Longitudinal design – repeat measure after 1 year
- Structural Equation Modelling (SEM) analysis

6. Academic and practical implications

This research will provide information to employers on how to create opportunities to craft, without creating fear that employees may move too far away from their job scope. .

Staff selection

If PsyCap enables crafting, recruitment and support could take this into account.

Job design

If decision latitude and autonomy enables crafting, job design could include these

Leader training

If LMX enables crafting, leader training could overcome negative effects of uncertainty

1. WRZESNIEWSKI, A. & DUTTON, J. E. 2001. Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26, 179-201.
2. LUTHANS, F. et al. 2007. *Psychological Capital*, New York, Oxford University Press.
3. LEACH, D. J. et al. 2013. Developing a measure of work uncertainty. *Journal of Occupational and Organizational Psychology*, 86 (1), 85-99.